



Title: **Children's Partnership Improvement Plan – Progress Update and Report Card**

Wards Affected: **All**

To: **Overview and Scrutiny Board** On: **7 November 2012**

Contact Officer: **Russell Knight**

☎ Telephone: **01803 208958**

✉ E.mail: **russell.knight@torbay.gov.uk**

1. Key Points and Summary

- 1.1 This report updates the Board on the progress made across the projects that make up the Children's Partnership Improvement Plan. It also provides an overview of progress via the improvement report card (appendix 1).

2. Programme action progress

Project 1 – Management development

- 2.1 **Performance Management** -A competency framework and appraisal tool based on the national professional competency completed for practice managers is in place and senior practitioners' framework is being consulted upon. A generic appraisal tool is operational. The development of professional specific competencies continues. For example, the Outcomes UK supported trial of the Principal Social Worker role will aid the development of all further social worker competencies. It will also identify solutions to other practice issues like the operation of senior practitioners.

All staff have been instructed to complete an appraisal and professional development plan by April 2013.

- 2.2 **Improved Case Supervision** – A supervision policy has been formally agreed and signed into operational use across Children Services. Formal supervision for social care staff has been delivered and will be complete by the end of October. Evidence from case audits is showing greater compliance with supervision standards. Additional profession specific addendums are to be added. This work package will move to close down in the next 2 months.
- 2.3 Both the improved supervision policy and competency framework form part of the overall quality assurance work package that will be rolled out during the autumn with the support of the outcomes UK. (SEE item 3.24 below).

Project 2A – remodelling social work structures

- 2.4 **Restructuring Social Work** – is now closed. Ongoing monitoring of the impact will be continued through the Children's Improvement Board report card via (T26,

T28 & 29) and the new services level report card that has been developed from the Quality Assurance Framework developed under Project 5 work package 3.

- 2.5 **Recruitment and Retention** – Torbay’s new ‘make an impression’ campaign was formally launched in the 2nd week in August. First round of interviews have taken place and 1 Practice Manager, 5 Social Workers and 2 Service Managers have been appointed. This includes the promotion of 1 member of staff. A further 9 applications received for short listing. In addition, 4 grow your own social workers will be offered priority interviews in December.
- 2.6 **Re-engineering of Business processes and systems.** Simplified assessments screens are live on PARIS. Immediate remedial actions for adoption service and changes to the Child Protection (CP) module following feedback on the CP format introduced earlier in the year are being prioritised. Core adoption data necessary for measuring and tracking key milestones is live on PARIS. Additional core financial information (Service Planning module) is being tested during October and will go live in January. This will enable Children’s Services to track all expenditure relating to children.
- 2.7 Partnership access to Paris has been rolled out to over half of the schools and the numbers of professionals inside children services using the system has increased i.e. housing options team. Take up from designated professionals amongst partners still needs further work.

Project 2B – remodelling Fostering and Adoption

- 2.8 Overall 30% of the planned actions put in place following the diagnostic that are now subject to the 5 new work pages have been completed
- 2.9 **Fostering and Adoption compliance and data quality.**
At the current time the PARIS team is prioritising the remaining changes to the system to ensure each adoption record has a secure element. 40% of the draft self assessment has been developed ahead of the inspection and the teams are being prepared for this process.
- 2.10 **Development of Fostering and adoption policy and procedures.**
New policies for fostering and adoption are under development but not yet in final draft.
- 2.11 **Restructuring Fostering and Adoption.**
A structure has been produced and is 95% agreed. However recruitment to the fostering front line and Manager is proving difficult.
- 2.12 **Development of Fostering and Adoption information governance.** Expertise from across the council is being sought to lead on the updating of complaints information and the handling and sharing of data. All historical paper adoption files are now secured within the council’s dedicated record store.
- 2.13 **Development of Adoption Panel.** The membership of the panel has been renewed and a new chair appointed and steps to secure a permanent new panel are underway. The posts will be advertised shortly.

Project 3 – Improving Assessment & Case planning

- 2.14 **Children In Need (CIN) Planning Process, Integrated Assessments and Improving Chronologies.** Outcomes UK have been appointed and have laid out the outline plan for the development of a single assessment and plan. This input will conclude with a final report to Senior Leadership Team (SLT) in Jan 2013. An interim report will be produced by the 26/10. It will draw on the learning from the CIN case audits.
- 2.15 **Introduce Practice Standards/Process Manual.** A comprehensive process manual (how to guide) is under development and a draft will be agreed by SLT before the end of 2012. This will be agreed and implemented via a training programme in January.
- 2.16 **Commissioning of Specialist Assessments.** This project has delivered its main objective and is under consideration for close down subject to further discussion with the work package lead.
- 2.17 **Prevention from Harm.** The piloting of core screening questions will be completed in November. The outcomes of this work package will be formally linked into the outcomes UK work on the single assessment that is due to complete by Jan 2013.

Project 4 - Integrating frontline practice

Work packages in this project have been adjusted and changed.

- 2.18 **Multiagency workforce development –** Initiation meetings have taken place to review the underpinning Independent Management Review actions. The newly formed work package will take forward the development of shared workforce development opportunities including, shared induction and greater opportunity for cross professional peer learning through job shadowing etc.
- 2.19 **Intensive Family Support Services –** The final evidence to support the close down of this work package are still being sought. The ongoing monitoring of this service will be maintained through the CIB and Children's Services report card (T11).
- 2.20 **The Child's Journey –** The process of close down is being pursued. Ongoing monitoring of the impact of the child's journey will be possible through the CIB report card (indicators T1, T2, T4 and T6). The Evaluation of the child's journey will be feed into the outcomes UK work on the single assessment.
- 2.21 **Improving infrastructure for receiving referrals –** A Safeguarding Hub Enquiry Form has been developed and is currently being piloted. Evidence to support the close down of this work package is being sought. The learning will be fed into outcomes UK work on the single assessment. Ongoing monitoring of the impact of the child's journey will be possible through the CIB report card (indicators T1, T2, T4 and T6).
- 2.22 **Improving the response to domestic violence -** Work on the development of services to address domestic violence is being taken forward by community safety. An action plan for the development of this provision is due in November.

- 2.23 **Outcomes Star Performance Measurement** - The piloting of the outcomes star model for developing family led targets has begun and an evaluation of the initial impact brought forward to January 2013. Early anecdotal evidence has been positive and the work has been shared with the 3rd sector to support the process by voluntary groups can evidence impact of the services provided.

Project 5 – Improving the Quality and Management of Child Protection

- 2.24 **Developing local CP policy & guidance** – How to guide is being developed under Project 3 and a work package led is being identified to lead on the updating of local procedures.
- 2.25 **Developing and Implementing Quality Assurance Framework** – Core business tool kit containing all the necessary elements to support quality assurance was rolled out to managers at the end of September. Outcomes UK have been appointed to aid the implementation of quality assurance with service teams over the coming months. The implementation of Quality Assurance will generate business plans.
- 2.26 **Review all existing CP plans** – With additional dedicated management time allocated to this task all CP plans will be audited by the end of October. An overall summary of the learning and actions taken will form the evidence on which this package will be put forward for closure.
- 2.27 **Partnership Engagement – SERF and MAPPA**. Evidence is being sought to support the close down of this work package.
- 2.28 **Review Emergency Duty Service (EDS) arrangements** - Review of EDS is being led Health as the lead commissioner. An external person has been secured to review the operation of EDS. The review is ongoing.

Project 6 – Development of Governance

- 2.29 **Partnership responsibilities and relationships Torbay Safeguarding Children Board (TSCB)**. All the core products required by this work package have been developed. The next phase will see the consultation and implementation of these products.
- 2.30 **Raising awareness of Safeguarding**. The 2nd phase of this work package will be led the voluntary sector CPIP lead. This will see the publication of additional materials relating to the learning from Serious Case Reviews and publication of the business plan. An evaluation will then need to take place to assess the impact of this work. A baseline has already been established through the TSCB staff survey.
- 2.31 **Commissioning for improved safeguarding standards** – The core products have been delivered and this work package is on schedule to finish by December 2012. The next step is for the TSCB to sign off on these standards.
- 2.32 **Information Sharing** – A new work package has been created at the request of health colleagues to address the information sharing issues experienced by community health practitioners.

Project 7 – Involving the community and using Knowledge and skills

- 2.33 **Remodelling, including co-location (prevention) –** 3 initial Kick start sessions have been delivered and the work package is on track for the planned trial of the prevention arrangements as part of the community hub model over the next few months.
- 2.34 **Childhood poverty including corporate responsibility -** This work package is now in line for close down following the approval and publication of the call for action and the creation of a poverty commission.
- 2.35 **Developing social capital –** The voluntary sector are part of a joint £250K bid with Torbay Development Agency to the coastal communities fund and links to the prevention work package. Revisions are being discussed to link this work with the development of the community hub model.
- 2.36 **Torbay Community directory -** A new whole council community directory is on track to be operational before the end of the year. This may not now include in the initial launch information for services to adults in the wellbeing section of the directory.

Richard Williams
Director of Children's Services

Appendices

Appendix 1 Children's Improvement Board – Report Card